

OPPORTUNITIES FOR IMPLEMENTING THE E-HR SYSTEMS

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Abstract

The presentation of the benefits afforded by electronic human resource management (E-HRM) as well as the obstacles that it poses is the objective of this research. The current study is a conceptual one, and we were able to identify the possibilities and problems that are faced by E-HRM by examining the research publications. E-human resource management is one of the most recent developments in the corporate sector and is quickly becoming a trend. Based on the findings of our research, we are able to draw the conclusion that the incorporation of technology into HRM has helped organisations become more dependable and secure. It has also made it much simpler to capture and save information pertaining to human resources. The implementation of electronic human resource management is a relatively recent phenomena that can take on a very broad variety of forms. On the most basic level, it can take the form of a web-based application that provides access to documents pertaining to human resources. At its most advanced level, enterprise human resource management (EHRM) refers to a completely integrated, enterprise-wide electronic network of HRM-related data, information, services, databases, tools, applications, and transactions that are usually available at any time by employees, managers, and HRM specialists. This type of network may be considered the pinnacle of EHRM.

keywords: *Opportunities, e-HR, systems*

Introduction

According to Wilcox (2014), executives in charge of HR are increasingly looking to technology and the information it may give for assistance in making decisions that will contribute to the overall performance of the organisation. Utilising information technology (IT) is one way that human resources may face the challenge of simultaneously being more strategic, adaptable, cost-efficient, and customer-oriented, as observed by Snell, Stueber, and Lepak (2015). They highlight the fact that information technology has the ability to reduce administrative expenses while simultaneously increasing productivity, reducing reaction

times, enhancing decision-making, and improving customer service. According to Yeung and Brockbank (2016), the three primary drivers that push businesses to seek IT-driven HR solutions are the need for cost reduction, the want for improved quality services, and the desire for cultural transformation. According to Strohmeier (2017), the fast growth of the Internet over the course of the previous decade has helped to enhance the installation and use of electronic human resource management (e-HRM). According to Strohmeier (2017), e-HRM is the (planning, implementation, and) use of information technology for both networking and supporting at least two individual or collective actors in their joint performance of human resource management tasks. This may be done by supporting at least two collective actors. According to Lepak and Snell (2018), the rising complexity of information technology (IT) and greater external structural choices are driving the emergence of virtual HR. According to surveys conducted with HR consultants, the number of companies using electronic human resource management (e-HRM) and the breadth of its uses inside existing companies are both on the rise (CedarCrestone, 2015). The use of information technology is starting to make it possible for businesses to provide cutting-edge HR services. According to Kovach and Cathcart (2016), a number of industry specialists anticipate that the personal computer will emerge as the primary instrument utilised by HR professionals. According to Othman and Teh (2013), one of the effects of information technology is that it makes it possible to create work environments that are centred on IT. According to Ashbaugh and Miranda (2015), developments in information technology offer the potential of solving many of the issues that are faced in the field of human resource management (HRM) in the future. Some of these challenges include recruiting, keeping, and motivating people; fulfilling the needs for a more strategic HR role; and handling the "human element" of technical change. The use of technology in human resources has seen a remarkable growth over the past five years, and it is now an essential component of many personnel-related choices (Chapman & Webster, 2013). Some examples of these decisions include the collection of job information, recruiting, employee selection, training, and performance management. According to Shrivastava et al. (2013), Human Resource Management (HRM) might provide support for technological innovation to achieve high performance, while technological innovation could serve as a way to enable HR function to focus more on value-added activities in order to realise the full potential of both technological innovation and organisational strategy. According to Pinsonneault and Kraemer (2019), the most significant advantage that businesses enjoy as a result of implementing IT in HRM is the liberation of HR workers from intermediate duties, which enables these employees to focus instead on strategic planning in relation to the organisation and development of human resources. It is not yet possible to see the entire effects of e-business on the human resources (HR) function, but it is almost guaranteed that electronic human resources will completely transform the HR function over the next three years. According to Svoboda and Schroder (2020), the most significant obstacle in e-HR is the alignment of processes in the HR function with the future e-business challenge. Caudron (2013) made a similar observation, stating that IT can automate other routine tasks such as payroll processing, benefits administration, and transactional activities, allowing HR professionals to focus on more strategic matters, such as increasing productivity. According to the Softworld Report from 2014, professionals are able to enhance their performance thanks to the increased usage of human resource information

systems (HRIS), which also makes it easier for professionals to participate in internal consultation activities. In their most recent study, Hussain, Wallace, and Cornelius (2017) made the observation that among senior HR professionals, strategic use of HRIS is gradually becoming the standard, and that this is true regardless of the size of the firm. As a result, the HR profession is now offering a value-add for the organisation. According to them, strategic use of HRIS elevates the perceived prestige of HR professionals inside their organisations; however, their more senior non-HR executives do not share this perspective.

E-HR AND CURRENT CONTEXT

E-HR is not merely a technical problem; rather, it must equip HR professionals with the tools necessary to enhance and manage the organization's human operations in a manner that is more successful in connection to business strategy, in addition to enabling them to manage employee information. The ability to locate suitable candidates from locations all over the world is the primary benefit of using an electronic human resources system. According to Ralph Tribe of Getty Images, who works for Getty Images, the following advantages of e-Hr are as follows (Anonymous, 2015):

- Enabling employee self-service, mainly through third parties;
- Removing basic, time-consuming HR tasks and information handling;
- Dynamic, real-time HR reporting and enhanced decision making as a result;
- Opportunities to rethink and improve core HR processes;
- Optimizing HR performance by outsourcing noncore activities to external experts.

According to Ashbaugh et al. (2015), the most successful enterprise resource planning (ERP) systems have HRMS components that enable the use of the internet to cut down on transaction costs. For instance, the human resource management functionality of the PeopleSoft® package, which is an example of ERP software, was utilised to monitor the whereabouts of 5,000 employees across 70 different locations and precisely compute their wages. As a direct result of this, the cycle time for processing payroll was cut down from four days to four hours when the operational benefits were taken into consideration. According to Shang and Seddon (2015), managers received information that was correct and supplied in a timely manner, which enhanced the speed and quality of decision-making and helped with cost control. A conclusion that is appropriate for this course of action can be drawn from observations of some existing trends and attitudes held by organisations associated to the sector. In the "2020 Human resources self-service/Portal survey" that was prepared by Cedar® software consulting and services company (Cedar, 2015), it was reported that HRMS are used for such employee productivity applications as communications (for example, employee manuals, corporate policies, directories, and frequently asked questions), retirement services, enrollment for health benefits, benefit enquiries, and training registration. This survey study reports that the most commonly offered services are travel and expense management, the supply of request forms for new employees, time card approval and reporting, budget analysis, and such managerial reports as head count salary listings and time sheets (Logue, 2013). Other commonly offered services include managing travel and expenses, providing request forms for new employees, and time card approval and reporting.

The phrases "e-HR" and "e-HRM" are increasingly being used when referring to the next growth stage in IT-based HRM (Karakanian, 2000). This is due to the fact that the "e-wave" has also reached the field of human resource management. The shift away from client/server-based systems towards Web-based access is a relatively recent development in the functionality of human resource management (HRM) software. As a consequence of this, there are now new choices available for "self-service" procedures for a variety of HR services (Hendrickson, 2013). In e-business, the consequences for the human resources (HR) function are not yet fully obvious; nonetheless, it is certain that e-HR will completely transform the HR function over the next several years. According to Svoboda et al. (2020), the most significant difficulty associated with e-HR is the alignment of procedures within the HR function according to the future e-business problem. According to Keebler and Rhodes (2015), the transition from a paper-intensive environment to an electronic human resources system in most firms marks a considerable cultural transformation, particularly for employees. According to a more recent survey, more than 80% of respondents use or plan to use an HR portal tool in 2013. Organisations are using HR portals for company communication (50%), employee handbooks and policies (44%), work/life information and links (30%), benefits enrollment (25%), training (25%), employee message board (22%), HR record keeping (22%) and others including recruitment and employment information (5%). Roth (2013) reported that HR portals are being utilised by organisations for these purposes.

Objectives of the Study

1. In order to improve the effectiveness of HR practises in organisations, it is necessary to investigate both the potential and the problems presented by E-HRM.

Research Methodology

It should be noted that this is a conceptual study and does not contain any experimental findings. Collection of Data: All of the necessary information has been gathered through secondary sources, such as research papers, publications, newspaper clippings, and numerous online sites.

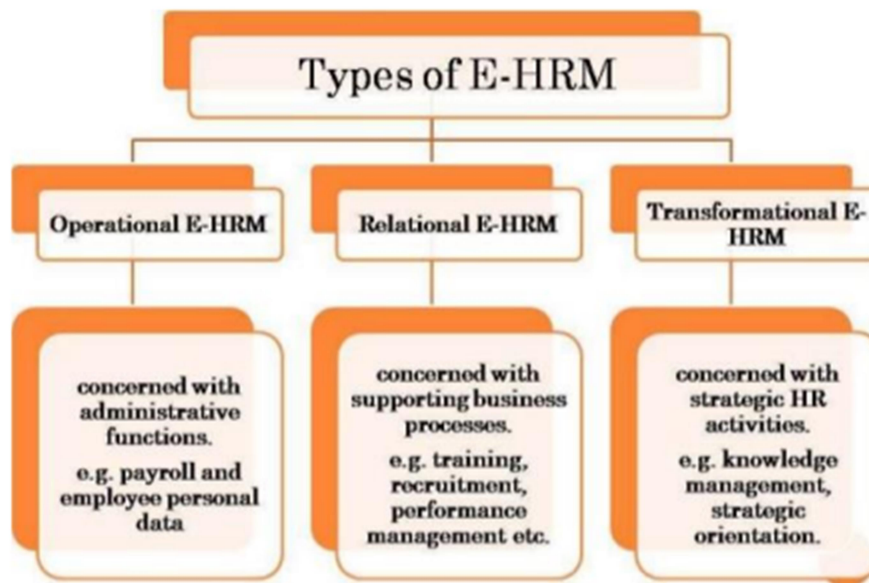
E-HRM

E-HRM, which makes complete use of web-based communication channels, is often regarded as the most effective method for putting HR policies and plans into practise inside an organisation. In comparison to more conventional HR procedures, the usage of the web has contributed to the rise in prominence of electronic human resource management (E-HRM). The emerging branch of technology known as electronic human resource management is rapidly gaining traction in businesses all around the world. The primary goal of implementing an electronic human resource management system (E-HRM) is to convert the HR operations into a transaction that is paperless, more flexible, and uses less resources. The present state of information technology throughout the world has made HRM more effective through the utilisation of E-HRM technologies. This has the potential to completely revolutionise the way that HRM tasks have traditionally been carried out. One of the functions that may serve as an illustration of this concept is recruiting. In this function, job openings can be listed online,

and individuals can also apply for the same positions online. E-HRM will simplify the process of reviewing pay and bonus information for employees, as well as the process of seeking information about bonus plans, in order to address the issue of compensations and benefits. From the employees' point of view, conventional HRM was not very successful, and the deployment of E-HRM will be mutually beneficial to both the employees and the employers. In order for a business to realise the full potential of its new electronic human resource management system (EHRM), it is necessary for the organisation to reengineer a number of the HR procedures. A technique of this type is used in the process of reengineering human resources (HR) manual procedures into paperless forms. It is important to begin the process of reengineering prior to selecting the software system in order to ensure that the modifications proposed will be approved by the stakeholders and that the process can really be aligned with the new software. Because employees need to be taught about the new system in order to comprehend how it alters company operations, training and education is a vital element in the process of managing change itself. Education is the driving force that gets the knowledge of the users up to the point where they can rapidly and adequately familiarise themselves with the new EHRM system. Due to the fact that it entails the management of people and their expectations, resistance to change, misunderstanding, redundancies, and blunders, change management inside the organisation might be considered a full-time job in and of itself. In order for E-HRM implementation to be successful, top managers have to approve and continuously support the responsible parties during the implementation stage to make sure no obstacles prevent or delay the progress. Both the breadth of the study and the strategic challenges that arise from this area are quite broad. In light of this, the scope of the research has been narrowed down to encompass only a few specific functions of HRM. The limitations are as follows: The study is restricted to the impact of technology on core functions of HRM, which majorly affect the functioning of the organizations. The scope of e-HRM is vast and hence forth only few of the functions are discussed. All the functions could not be discussed in details due to time.

Definition of E-HRM

Electronic Human Resource Management (E-HRM) is the planning, implementation, and application of information technology for both networking and assisting at least two individual or collective actors in their shared performance of HR operations. E-HRM is the planning, implementation, and application of information technology.



Types of E-HRM



E-HRM Activities

1. E-Recruitment: Also known as Internet Recruiting, this practise is becoming increasingly common in today's business world. Employers typically hire potential employees using a process known as "e Recruitment," which makes use of the internet as the primary media. The most typical method used to facilitate online recruiting is either to post the recruitment information onto the official website of the firm or to hire online recruitment websites to serve as the service provider for this function. Some of the most well-known names in online recruiting are found at websites such as Monster.com, Naukri.com, and Timesjob.com.
2. E-Selection: When using the online selection process, the HR department has the responsibility of ensuring that each stage conforms with the procedural requirements, such as the steps for the project, the steps for the evaluation, the processes for providing feedback to applicants, and so on. E-selection is utilised with the goal of

maximising the use of human resources at the lowest possible cost and in the shortest amount of time possible.

3. E-Performance Management: The performance of an individual is frequently evaluated by several businesses through the use of web-based technologies. This may be accomplished by the use of the computer monitoring tool, which records an individual's whole work output, or through the use of the online portal, which allows for the writing of reviews and the generation of feedback on an employee's performance. Both of these options are available.
4. E-Learning: It involves making use of either the internet or the intranet of the organisation in order to make the training and development programmes for the employees more accessible. By obtaining the training modules online, a huge number of employees may be covered despite the fact that they may be located in different places.
5. E-Compensation: An organisation that uses online compensation management has the ability to collect, store, analyse, and disseminate compensation data or information to anyone, at any time, which is a significant benefit. Additionally, the person has access to the electronically transmitted compensation software as well as analytical tools from any location in the globe. Therefore, with the assistance of electronic human resource management, it is possible to preserve the data of all of the employees who are seated in various geographical places, and moreover, it is possible to hire fresh applicants from any region of the world.

Challenges Associated With HR Technology

(1). Cost Technology tends to drive down costs. An enormous initial expenditure is necessary to put in place a human resources (HR) system that is based on technology. After it has been implemented, it will result in a reduction in the operational expenses. While it may be possible for large organisations to install HR portals or packages, it may be difficult or even impossible for a small or medium-sized organisation to finance doing so.

(2). The quality of being accepted The HR department itself is the most significant barrier standing in the way of the company successfully implementing new technology developments. The deployment of information technology always brings with it a host of new complications, including employment concerns, skills and knowledge required for its usage, and so on. It is necessary to get acceptance from the workforce in order to make the most of its potential. According to Porter and Kakabadse (2006), information and communication technology (ICT) has become an essential component of virtually all employment held by knowledge workers in this age of information. ICT is pervasive in today's era of information. Because of this, the workload of the employees is increased because they have to spend more time connected.

(3). Concerns Regarding Backups and Security It is necessary to have a completely functional back-up system of the entire electronic human resources system. It has the highest overall maintenance expenditures. One of the most fundamental drawbacks of utilising E-HRM is that the data becomes freely accessible to all users, and anybody may gain access to the

strategic information and use it in any manner they see fit without being required to obtain permission beforehand. According to Kaur (2012), it is prone to corruption, hacking, and data loss. Unrestricted access to the databases compromises the confidentiality of the employees' personal information and makes illegal access more likely.

(4). Increasing Solitary Confinement The workers no longer engage in as much face-to-face communication with one another as they used to because of the proliferation of online and offline virtual networks, including as intranets and HR portals. In the older models, they had to deal with the administration department when they had questions or concerns about their work, which meant that they were also intimately attached to the company. However, as a result of the adoption of IT, they are no longer need to travel to the administrative branch about such matters. They are cut off from one another and the only way they may communicate digitally with one another is through these portals.

(5). Employees who are better informed The employees have a solid understanding of the market wage structures because to the fact that this information is widely accessible and transparent. It makes information on internal and external compensation more readily available. Due to the fact that the organisation now possesses this information, it is possible that it will be required to make periodic changes to its compensation structures in order to conform with the structure that is being used in other businesses. It is possible that it will occasionally cause issues for the organisation.

Findings and Suggestion

E-human resource management is one of the most recent developments in the corporate sector and is quickly becoming a trend. Based on the findings of our research, we are able to draw the conclusion that the incorporation of technology into HRM has helped organisations become more dependable and secure. It has also made it much simpler to capture and save information pertaining to human resources. By bridging the gap between those who want to recruit and those who are looking for work, electronic human resource management (E-HRM) has made it possible for many smaller businesses to achieve their goal of becoming worldwide. Many companies in India are already utilising the technologies that are a part of electronic human resource management, demonstrating that this is the most effective and efficient method in the rapidly expanding economy that we are a part of. It is either necessary for the businesses that are a part of this world to develop in accordance with the people around them or else they will fail. The sole piece of advice that can be given to human resources managers is that they should always be willing to adapt to new circumstances and keep a sharp eye out for the newest technology that are being introduced into the market on a daily basis. Because of this, they will have a better chance of remaining competitive in the race that every company is forced to take part in.

Conclusion

The implementation of electronic human resource management is a relatively recent phenomena that can take on a very broad variety of forms. On the most basic level, it can take the form of a web-based application that provides access to documents pertaining to human

resources. At its most advanced level, electronic human resource management (E-HRM) is a fully integrated, enterprise-wide electronic network of HRM-related data, information, services, databases, tools, applications, and transactions that are usually available at any time by employees, managers, and HRM specialists. This level of E-HRM represents the state of the art in the field. The organization's mission, as well as its core beliefs and principles, may be effectively communicated with E HRM. E HRM is mostly utilised for the purpose of gathering recommendations from workers. The primary purpose of having an electronic human resource management system is to operate as a means for resolving complaints. It is necessary to maintain the highest level of openness throughout the whole E-HRM implementation process in the organisation. One of the most significant drawbacks of deploying an E-HRM system in a company is the enormous financial investment that is required. Additionally, the introduction of EHRM has resulted in less instances of human interaction as compared to the conventional HRM practises. Additionally, it has automated the majority of the transactions, which has cut down on the amount of paper used by almost half. E-HRM makes it more simpler to create backups of all the information, which protects it from being easily altered or lost.

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